

~~SECRET~~

MANAGERIAL GRID - PHASES I AND II

1. Did participation in the Managerial Grid exercises aid you in your managerial problem solving efforts?

Yes - It gave me a greater awareness of the fact that some problems can best be resolved by pooling the recommendations of the line supervisors, meeting as a team, who are directly involved in the problems. The presentation of ideas invariably promoted discussion, which generates new ideas. This emphasized the importance of "communications" in arriving at problem solutions. It also fosters a "team" concept that was not evident before.

2. Do you believe the Managerial Grid exercises aided other participants in their problem solving efforts?

Yes - In general, it has borne out the fact that "management" is not the singular responsibility of, nor is synonymous with, "the boss." On the other hand, it has made clear that team solutions may be recommended, but that the final decision rests with, and is the sole responsibility of, the Division Chief, or his delegatee, as appropriate.

3. Have you noted a change in your attitude toward problem solving efforts?

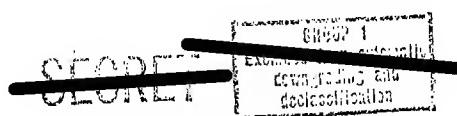
Yes - Whereas there was a tendency to resolve problems using a one-to-one approach, problems are now analyzed to determine the best approach to the solution. There is greater emphasis on team solutions, based on the presentation of facts and free discussions to arrive at proper evaluations of the facts.

4. Have you noted a change in the attitude of others toward problem solving efforts?

Yes - There has been a general acceptance of the value of "team" action in the course of resolving problems, which in turn has raised morale because it has given the individual a feeling that he is part of management. His ideas are openly solicited and discussed. He has an opportunity to contribute as a team member.

5. After participating in Managerial Grid exercises, do you understand problem solving techniques better?

Yes - I believe that the Managerial Grid exercises have defined, in a concise and understandable manner, the basic principles of management which were



~~SECRET~~

more or less mere theories, i.e.:

- a. That management extends the full hierarchy of supervisory levels, and is not the sole function of the chief.
- b. That problem solutions require the accumulation of all facts pertinent to the problem, the discussion of the facts, and the introduction of ideas generated by the discussions.
- c. That alternatives should be weighed, especially where a majority consensus has been reached without too much discussion, and that majority consensus does not necessarily mean that you have decided on the best solution.
- d. That "conflict" is not the same as "friction;" that through conflict, new ideas may be introduced into the team discussion, and may lead to better problem solutions.

6. Do you believe others that participated in the Managerial Grid exercises understand problem solving techniques better?

Yes - I believe that line supervisors are taking a more analytical approach to resolving problems, and in general have applied discipline of thought in their analysis, as required by the techniques learned in the Grid exercises.

7. Have you noted any specific instances of improvement in Management techniques that appear to be the results of the Managerial Grid exercises?

Yes - The technique of defining goals, as a guide to Management Improvement and cost reductions, had been discussed on a one-to-one basis, but never openly discussed by a team panel. We have now concretely defined and recorded many of our goals and have established follow-up procedures for periodic reviews of these goals, in order to aggressively pursue these ends.

8. Have you noted any measurable improvement in the quality or quantity of work production since the Managerial Grid exercises?

Yes - Improvement in the "pre-grid" staff work of gathering facts and open discussion of the facts usually results in presentation of problem solutions which work. In the long run, this approach saves time (vis-a-vis decisions based on inaccurate or incomplete information), which permits more time to be devoted to the application of the solution to the problem. This usually results in an increase in the quality of the work product (greater accuracy).

better service, etc.) but does not always represent an increase in the quantity of work produced.

9. Does your own management team function differently since the Managerial Grid exercises?

Yes - Branch Chiefs and Section Chiefs as applicable, have appeared to accept the concept that "team action" is the new modus operandi; that their opinions and ideas are needed.

10. How do you classify the Managerial Grid course?

Phase I - Good - The course was beneficial in creating an atmosphere of thinking that has carried over into actual working conditions. It showed us the ultimate goals that can be reached and how to strive to attain them.

Phase II - Good - It gave me an opportunity to more closely observe and understand the supervisory personnel of this Division and note how they participate in problem solution exercises, and their adjustment to the Grid concept.

Conclusions:

1. We believe the cost to the Agency for the very intense course in management for the personnel of the Office of Finance is low in comparison to the dramatic changes in managerial concepts resulting from the course, namely:

a. There is a lowering of barriers between supervisory levels of management which can be attributed to the general acceptance of the "team" concept of arriving at solutions to work day-to-day problems. The militant "boss" who decides and directs from his ivory tower has been replaced by the chief who solicits comments, guides team discussions, encourages the submission of ideas, and entertains alternative solutions, all without relinquishing his prerogative to make the final decision.

b. The exercise has made a clear distinction between "conflict" representing opposing ideas, and "friction" which is generated because of resentment when opposing ideas are presented. The reluctance to present alternative approaches to resolving a problem has given way to a disciplined presentation of ideas, and careful consideration of these ideas without regard to the individual who has presented them.

SECRET

SECRET

c. It has defined managerial styles which heretofore were expressed only as vague personal opinions and pointed out the desirability of maintaining a careful balance between "concern for employees" and "concern for production." The course causes one to analyze his own managerial style, which is a prerequisite to improvement.

d. It focused on the dangers of decisions based on majority opinions when the factors behind minority viewpoints have not been fully explored prior to making a decision.

2. In fostering the "team" concept, the feeling of being part of the team has improved morale of supervisory personnel, especially those in line operations. He now feels he is part of management, or a member of the team who is responsible for carrying out assigned responsibilities.

3. The benefit the Agency will derive from all employees of supervisory levels taking the course will depend on the degree that first line supervisors utilize the new management techniques to resolve problems within their respective areas of operation. Top management must set the pace for their subordinates in this respect; the team concept must be encouraged through usage, or the effort and time spent will be futile.

Recommendations:

1. The course should be established as required training for all supervisory personnel at the Branch Chief level and above, since they will be the top management of tomorrow.

2. The course presentation should be modified to meet the particular needs of Government. In this respect, the book problems and solutions would be more meaningful if they were analogous to Government rather than private industry. That is, the Grid exercise uses problems and solutions geared to private industry involving a tangible product, whereas for the most part, the products of Government is service. Therefore, the course should use problems dealing with a service rather than problems of production.

SECRET